



TASK ORDER

47QFCA21F0037
Modification P00006

Program Management and Oversight Support (PMO)

in support of:

*U.S. Agency for International Development
(USAID)*

*Bureau of Humanitarian Assistance (BHA)
Office of Humanitarian Business and
Management Operations (HBMO)
Information Technology Management
Division (ITM)*

Issued to:

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The Federal Systems Integration and Management Center (FEDSIM)
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FEDSIM Project Number 47QFCA21Z1114

Task Order 47QFCA21F0037 Modification P00006

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

C.1 BACKGROUND

The United States (U.S.) Agency for International Development (USAID), Office Humanitarian Business and Management Operations (HBMO), Bureau of Humanitarian Assistance (BHA) provides life-saving humanitarian assistance — including food, water, shelter, emergency healthcare, sanitation and hygiene, and critical nutrition services — to the world’s most vulnerable and hardest-to-reach people.

The Bureau of Humanitarian Assistance (BHA) is a newly established bureau that brings together the vast expertise and resources of the former USAID Offices of U.S. Foreign Disaster Assistance (OFDA) and Food for Peace (FFP).

BHA provides support that includes, but is not limited to:

- a. Natural disasters, including hurricanes, earthquakes, and volcanoes.
- b. Protracted crises, such as drought and conflict.
- c. Food insecure refugees fleeing war, violence, or persecution.
- d. Resources for vulnerable populations.

C.1.1 PURPOSE

This TO will support the HMBO to further develop future IT needs and capabilities, change management and provide continuous oversight across BHA’s enterprise. This includes collaborating with the USAID Office of the Chief Information Officer (OCIO), complying with Federal Information Security Management Act (FISMA) directives and policies and determining high value opportunities that enhance services, by utilizing the organization’s IT resources. This will enable BHA to carry out their disaster response mandate to establish responsive, available, and innovative IT enterprise across systems, security, and modernization initiatives. The contractor will coordinate and integrate key functions in order to better collaborate with business partners, provide cost-effective strategic direction for BHA, policy guidance, and changes to impacted users.

C.1.2 AGENCY MISSION

USAID promotes and demonstrates democratic values abroad, and advance a free, peaceful, and prosperous world. In support of America's foreign policy, the USAID leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

USAID’s objective is to support partners to become self-reliant and capable of leading their own development journeys. This objective is accomplished by reducing the reach of conflict, preventing the spread of pandemic disease, and counteracting the drivers of violence, instability, transnational crime and other security threats. USAID promotes American prosperity through investments that expand markets for U.S. exports; creates a level playing field for U.S.

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

businesses; and supports stable, resilient, and democratic societies. USAID stands with people when disaster strikes or crisis emerges as the world leader in humanitarian assistance.

C.1.2.1 BHA MISSION

BHA supports the agency's goals by serving as the lead federal coordinator for international disaster assistance, harnessing the expertise and unique capacities of other U.S. government entities to effectively respond to natural disasters and complex crises around the world. BHA takes a holistic look at humanitarian aid, providing assistance before, during and after a crisis — from readiness and response, to relief and recovery. This includes non-emergency programming that is foundational to linking humanitarian assistance to long-term development and the journey to self-reliance.

C.2 SCOPE

The contractor shall provide technical expertise to support activities within the BHA portfolio and provide program analysis of complex programs. Given the rapidly changing and fast-paced environment in which BHA operates, with the addition of ongoing network, program and other potential consolidation activities, it is critical that the contractor access the latest information on bureau IT systems for effective and informed decision making.

The contractor shall provide this support from headquarters which is critical to the success of BHA's humanitarian mission.

C.3 CURRENT INFORMATION TECHNOLOGY (IT)/NETWORK ENVIRONMENT

In 2020, the United States (U.S.) Agency for International Development (USAID), Bureau for Humanitarian Assistance (BHA) was established to streamline USAID humanitarian responses, bringing together the vast expertise and resources of the former USAID Offices of U.S. Foreign Disaster Assistance (OFDA) and Food for Peace (FFP).

BHA is organized via seven offices to include region-based, policy, program, operations and management offices:

- a. **Office of Africa** – The Office of Africa designs, provides, and assesses humanitarian assistance, including assistance related to responding to, recovering from, and reducing the risk of, man-made and natural disasters, while linking with other USAID investments that build resilience. Humanitarian experts based overseas, who coordinate with local authorities and USAID Missions, and in Washington, who coordinate with USAID Regional and Pillar Bureaus, manage funding and programmatic activities overseas implemented by NGOs; international organizations, including United Nations (UN) agencies; and other partners in the region for both natural disasters and complex emergencies. The Office(s) represents humanitarian programs within the U.S. Government interagency, as well as in interactions with beneficiary populations, host governments, implementing partners, UN agencies, and other donors. The Office of Africa manages more than \$3 billion in International Disaster Account, Title II, and DA resources focused on early response, recovery, disaster risk reduction and humanitarian transition activities. The Office of Africa absorbed the Office of Food for Peace's (FFP's)

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

responsibility for refugee feeding activities in Africa as well as the FFP non-emergency \$300 million portfolio (Humanitarian Transition activities) in Africa.

- b. **Office of Asia, Latin America, and the Caribbean** – The Office of Asia, Latin America, and the Caribbean (ALAC) assesses, designs, and provides humanitarian assistance with our partners, including assistance related to responding to, recovering from, and reducing the risk of, man-made and natural disasters, while linking with other USAID investments that build resilience. Humanitarian experts based overseas, who coordinate with local authorities and USAID Missions, and in Washington, who coordinate with USAID Regional and Pillar Bureaus, manage funding and programmatic activities overseas implemented by NGOs; international organizations, including United Nations (UN) agencies; and other partners in the region for both natural disasters and complex emergencies. The ALAC Office represents humanitarian programs within the U.S. Government interagency, as well as in interactions with beneficiary populations, host governments, implementing partners, UN agencies, and other donors. The Office of ALAC manages more than \$800 million annually in International Disaster Account, Title II, and DA resources focused on early response, refugee feeding activities, recovery, disaster risk reduction and humanitarian transition activities. The Office of ALAC budget includes approximately \$54 million in non-emergency assistance (Humanitarian Transition Activities).
- c. **Office of Middle East, North Africa, and Europe** - The Office of Middle East, North Africa, and Europe (MENA/E) assesses, designs, and provides humanitarian assistance with our partners, including assistance related to responding to, recovering from, and reducing the risk of, man-made and natural disasters, while linking with other USAID investments that build resilience. Humanitarian experts based overseas, who coordinate with local authorities and USAID Missions, and in Washington, who coordinate with USAID Regional and Pillar Bureaus, manages funding and programmatic activities overseas implemented by NGOs; international organizations, including United Nations (UN) agencies; and other partners in the region for both natural disasters and complex emergencies. The ALAC Office represents humanitarian programs within the U.S. Government interagency, as well as in interactions with beneficiary populations, host governments, implementing partners, UN agencies, and other donors. The Office of MENA/E manages more than \$1.8 billion annually in International Disaster Account, Title II, and DA resources focused on early response, recovery, refugee feeding activities, disaster risk reduction and humanitarian transition activities.
- d. **Office of Global Policy, Programs, Partnerships, and Communications** - The Office of Global Policy, Partnerships, Programs and Communications (G3PC) leads and manages global partnerships and policy initiatives, including policy and guidance to ensure that BHA has a consistent approach to working in global humanitarian crises. The office is the USG's lead on the international humanitarian system architecture and reform, PIO strategic engagement and corporate management, as well as global leadership and capacity development. G3PC is responsible for enacting the International Response Framework, strategic engagement with all other components of the U.S. Government and strengthening USAID's lead federal coordinator role within the US Government (USG) for international disaster response. G3PC also leads the bureau's

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

engagement with U.S. stakeholders including Congress, the diaspora, and the private sector. The Office will seek opportunities to advance the Bureau's mission through these partnerships and find opportunities to advance innovation to support better outcomes. G3PC plays a critical role in strategic communications and humanitarian information and is responsible for providing strategic communications guidance for the Bureau, as well as managing and coordinating bureau-level external and internal communications. This includes positioning BHA as a leader in humanitarian messaging by best showcasing our high-profile disaster responses and creating a wide range of public information products with close coordination with other external communications and press offices within USAID and the broader USG interagency. This office will also analyze BHA's communication activities, develop and implement comprehensive strategies, and create content to increase awareness of BHA's impact, expertise, and value added to internal and value to internal and external audiences.

- e. **Office of Technical and Program Quality** - The Office of Technical and Program Quality (TPQ) leads the Bureau for Humanitarian Assistance's (BHA) efforts to ensure high quality programmatic and technical leadership, oversight, and guidance. TPQ captures, applies, and strengthens capacity in technical best practices and contextually appropriate programmatic approaches focused on all dimensions of BHA programming from humanitarian response and transition into longer-term resilience programming, as well as risk analysis and early warning. TPQ is responsible for providing policy, normative guidance, tools, facilitation, and capacity building to assist the Bureau in achieving optimal humanitarian outcomes through strategic design, consistent and effective performance monitoring, comprehensive and appropriate evaluation, and purposeful learning across the full spectrum of BHA responses and programming. The Office promotes USAID's humanitarian voice through active participation and technical leadership in interagency and global fora, including leading the Bureau's technical engagement with academia and thought leaders. TPQ designs, supports, and coordinates research to advance the effectiveness, efficiency, and impact of BHA programming. TPQ leads BHA in meeting the increasing demand for technical support and guidance in all facets of the Bureau's work as the geographic and topical areas of coverage expand, and as the Bureau seeks increased technical and programmatic standardization, integration, and oversight to meet Agency, Congressional, and other demands.
- f. **Office of Field and Response Operations** – The Office of Field and Response Operations (FARO) leads and coordinates USAID's direct operational assistance in response to international humanitarian needs. FARO enables BHA to project its staff and resources immediately and directly into the field to implement disaster response activities and connect programmatic needs with operational actors, providing needs-driven humanitarian aid to the world's most vulnerable people. FARO also leads USAID's efforts that manage the provision of goods and services in response to humanitarian needs. FARO is organized into five divisions representing its core functional capabilities, which are expeditionary in nature. The Supply Chain Management Division will focus on the planning, sourcing, management, and logistics of humanitarian supplies including food and non-food items. The Civil Military Disaster Operations Division will engage with the Department of Defense to coordinate humanitarian activities and build capacity. The Response Management System and Performance Division will coordinate BHA's

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

response systems, lessons learned, response leadership, and practitioner performance and development. The Response Resources Division will plan, coordinate, and provide personnel, supplies, equipment, and facilities that are necessary to implement humanitarian programs and operations. Finally, the Field Operations Division will coordinate and support field and expeditionary response platforms and services to support BHA and enable staff to work safely and effectively overseas.

- g. **Office of Humanitarian Business and Management Operations** - The Office of Humanitarian Business and Management Operations (HBMO) is responsible for providing the Bureau with all of the necessary capacities to maintain 24/7 operability, such as leadership, planning, quality-assurance, technical expertise, and business processes. HBMO develops, maintains and coordinates the Bureau's critical business functions and corporate strategies in areas including: acquisition and assistance, administrative management services, workforce planning, talent management, internal training, programmatic risk management, audit management, and information technology (IT). HBMO plays an integral role in ensuring the Bureau is sufficiently staffed and otherwise resourced in the areas of budget, IT support services, and facilities in order to meet the Bureau's mandate. HBMO staff members also support the Bureau's response requirements by serving in integral roles on both Response Management Teams (RMTs) and Disaster Assistance Response Teams (DARTs). The Office serves as a primary liaison to its Agency counterparts, including the Bureaus for Management and PRP, and leverages its business expertise and stakeholder relationships to ensure that the Bureau is effective, efficient, and adaptive to global humanitarian needs.

The BHA staff operates in the DC metro area and are located at the Ronald Reagan Building, Washington DC and 555 12th Street, NW, Washington DC headquarters offices. The contractor staff will be expected to report to either facility, depending on workspace availability.

BHA's IT environment is primarily supported through an Information and Communications Technology (ICT) contract that provides operations and maintenance support to all Washington-based BHA staff, as well the capacity to stand up seven simultaneous Response Management Teams (RMTs) in Washington and to deploy five simultaneous Disaster Assistance Response Teams (DARTs) globally. BHA regional and field offices are located within USAID Mission facilities and most of the daily field staff IT support on the USAID.gov network is provided through local Mission staff and not through this contract, with the exception of the BHA Latin America and Caribbean (LAC) Costa Rica office which is owned and maintained by BHA. IT support to the Costa Rica office is provided by a dedicated BHA ICT support staff located at the LAC office.

The ICT contract ends in September 2021 at which time all support and services will be provided through a contract executed by USAID Office of the Chief Information Officer (OCIO), and the OFDA.gov network will be decommissioned. All applications, solutions, and services provided under the ICT contract must be transitioned to the AIDNet environment by this date. The responsibilities maintained by the ICT contractor will begin transition to the purview of the OCIO in May 2021.

BHA staff currently has access to and operates on two separate and distinct networks:

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK STATEMENT

- a. OFUSAID – This network is part of USAID’s broader USAID.gov network and is supported on a limited basis under the ICT contract. The primary responsibility for operability of this network and all corporate applications on the network resides with the USAID Office of the Chief Information Officer (OCIO). The BHA ICT contractor provides Help Desk support, account administration, and troubleshooting for the network. In collaboration with the USAID OCIO, the BHA ICT contractor maintains the server hardware and software on OFUSAID.
- b. OFDA.gov - The OFDA.gov network is an autonomous and completely separate network owned, operated, and maintained by OFDA through this contract. It was created to accommodate OFDA’s 24-hours-per-day/seven-days-per-week (24/7) availability, accessibility, and support requirements which outpaced the broader USAID requirements, while allowing for a higher degree of risk tolerance. H. All Emergency Operations Centers (EOCs) are currently run on the OFDA.gov network. The network can be remotely accessed via a variety of web-based interfaces.

The BHA applications supported on the BHA network applications and legacy tools are referenced in Section J, Attachment D.

C.4 OBJECTIVE

The HBMO Information and Technology Management Division (ITM) requires an established Program Management Support division, which will coordinate and integrate key functions in order to better collaborate with business partners, select high value opportunities that enhance services, and effectively and efficiently utilize the organization’s IT resources. The contractor will be expected to provide support in the development, maintenance, and coordination of critical business functions and corporate strategies by achieving objectives in the following areas: acquisition planning, administrative management services, surveillance and reporting, internal training, quality assurance, programmatic risk management, and IT project management. The contractor will also provide an integral role in assessing business needs for the HBMO, and providing programmatic recommendations across stakeholder channels.

C.5 TASKS

- a. Task 1 – Program Management Services
- b. Task 2 – Transition-In
- c. Task 3 – Portfolio Management
- d. Task 4 – Requirements Gathering and Acquisition Planning
- e. Task 5 – Governance, Standards, and Strategic Planning
- f. Task 6 – Transition-Out

C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS).

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

C.5.1.1 SUBTASK 1 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 01). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, the USAID Technical Point of Contact (TPOC), other relevant Government personnel, and the FEDSIM COR.

At least three days prior to the Project Kick-Off Meeting, the contractor shall provide a Project Kick-Off Meeting Agenda (Section F, Deliverable 02) for review and approval by the FEDSIM COR and the USAID TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- c. Project Staffing Plan and status.
- d. Transition-In Plan (Section F, Deliverable 03) and discussion.
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- f. Financial reporting and invoicing requirements.
- g. Project Management Plan (PMP), to include the Quality Management Plan (QMP) (Section F, Deliverable 04).
- h. Risk Management Plan (Section F, Deliverable 07).

The Government will provide the contractor with the number of Government participants for the Project Kick-Off Meeting, and the contractor shall provide copies of the presentation for all present.

C.5.1.2 SUBTASK 2 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment F) (Section F, Deliverable 05). The MSR shall include the following:

- a. Activities during the reporting period, by task and/or program area (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task and/or program area.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

C.5.1.3 SUBTASK 3 – CONVENE TECHNICAL STATUS MEETINGS

The contractor Program Manager (PM) shall convene a weekly Technical Status Meeting with the USAID TPOC, FEDSIM COR, and other Government stakeholders. The purpose of this meeting is to provide opportunities to identify weekly or ongoing activities and establish priorities, and coordinate resolution of identified problems or opportunities. At least one of these weekly meetings shall inform stakeholders on the current status of the program area activities and priorities.

C.5.1.4 SUBTASK 4 – PREPARE AND UPDATE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP and shall provide it to the Government (Section F, Deliverable 04).

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to communications, including processes, procedures, format, and other rules of engagement between the contractor and the Government.
- f. Include the contractor's QMP.

The PMP is an evolutionary document that shall be updated annually at a minimum and as project changes occur. The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.5 SUBTASK 5 – PROVIDE FINANCIAL MANAGEMENT

The contractor shall provide IT financial management services to proactively manage and optimize the costs of services and products delivered under this TO. The contractor shall provide an adaptive financial management solution that is responsive to digital transformation while maintaining financial rigor and integrity to meet the following objectives:

- a. Increase efficiencies and reduce cost through identification and recommendation of financial opportunities to transform operations and capabilities through investments in key digital technologies and innovations that provide business value.
- b. Provide valuable financial insights and better forecasting of future opportunities to improve performance and quantify cost savings.

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

- c. Improve cost transparency through accurate showback and chargeback models that enable customers to understand the value of the IT services and products they consume.
- d. Facilitate a collaborative environment between Government and industry sectors to develop and establish the most favorable, cost-effective strategic direction for BHA.

The contractor shall develop a Monthly Financial Report (MFR) of cumulative expenditures and provide it to the FEDSIM COR and HBMO (Section F, Deliverable 06). The Financial Report shall include the following:

- a. Monthly expenditures (hours and dollars) with supporting details, incurred to date for each task, from the start of the period of performance.
- b. Projected monthly expenditures and labor hours with supporting details, by task, starting with the current month through the end of the period of performance.
- c. Funds expended, anticipated, incurred, and remaining by CLIN.
- d. Accumulated invoiced cost for each CLIN up to the previous month.

C.5.1.6 SUBTASK 6 – PROVIDE QUALITY MANAGEMENT

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor shall provide a QMP (included in the PMP), and maintain and update it as changes in the program processes are identified (Section F, Deliverable 04). The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance expectations and objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

C.5.2 TASK 2 – TRANSITION-IN

The contractor shall provide a Transition-In Plan (Section F, Deliverable 03) per Section F. The contractor is responsible for ensuring an orderly and quick transition so there is minimal interruption to vital Government business during this transition-in period. The contractor shall implement its Transition-In Plan No Later Than (NLT) 15 calendar days after award, and all transition activities shall be completed 30 calendar days after Project Start (PS).

C.5.3 TASK 3 – PORTFOLIO MANGEMENT

The contractor shall maintain a comprehensive and accurate portfolio of all activities (eg. Tasks, IT Projects, Acquisition Planning Meetings, etc.) that ITM is involved in. This will support the ITM resources and priorities selection process. The contractor shall identify management processes, monitor and track portfolio activities, and provide acquisition recommendations that will impact the future of the portfolio.

C.5.3.1 SUBTASK 1 – RISK MANAGEMENT

The contractor shall identify and prioritize the cost, schedule, and technical risks associated with the implementation of future IT related contracts. The contractor shall recommend procedures to minimize these risks. The contractor shall provide a Risk Management Plan (Section F, Deliverable 07) that outlines risks in order of priority; categorizes the risks as high, medium, or low; describes the probable impact to the project that the risk may have; outlines the steps that

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK STATEMENT

will be taken to manage, control, or minimize the risk; and the current status of the project with respect to the risk. Additionally, any risks that could potentially not comply with the USAID's Chief Information Officer (OCIO) directives should be noted as non-compliant. The contractor shall maintain a continuing risk analysis that focuses on identifying and assessing factors contributing to risks, developing alternatives to reduce risk and monitoring the selected alternative for further refinement. Implementation of risk reduction efforts shall be subject to Government approval.

C.5.3.2 SUBTASK 2 – IT PROJECT MANGEMENT

The contractor will be responsible for providing project oversight and support the work necessary for all System or Solution Development Life Cycle (SDLC) requirements during the lifecycle of the projects. This includes, but is not limited to project status reports, briefing presentations, design documents, design validation, migration planning, service delivery guidance, and implementation support as it relates to each of the IT Project Teams.

C.5.3.3 SUBTASK 3 – SURVEILLANCE/REPORTING

The contractor shall monitor BHA portfolio performance by continuously monitoring information and reports submitted to BHA related to Service Level Agreements (SLAs), Service Level Objectives (SLOs), and Operational-Level Agreements (OLAs) established with USAID's OCIO and the Agency's Bureau for Management (M). The contractor will be responsible for informing the government in a timely manner when any element of SLA, SLOs, OLAs, work product does not meet targeted levels with a recommendation and analysis to support recommendation.

C.5.4 TASK 4 – REQUIREMENTS GATHERING AND ACQUISITION PLANNING

The contractor shall provide the Government with acquisition support staff that will perform requirement gathering and analysis, market research, cost analysis, acquisition planning and strategy execution for efforts as selected by ITM. The contractor shall possess a strong knowledge of IT practices and elements that drove major decisions in acquisition planning and shall comply with all USAID policies for IT as required by the USAID OCIO and the CISO. The requirements developed must meet BHA business needs and objectives as well as be Specific, Measurable, Attainable, Relevant, and Time-based (SMART). In addition, the contractor shall seek innovative strategies to successfully resolve complex or technical requirement challenges for the BHA IT infrastructure and related systems and applications.

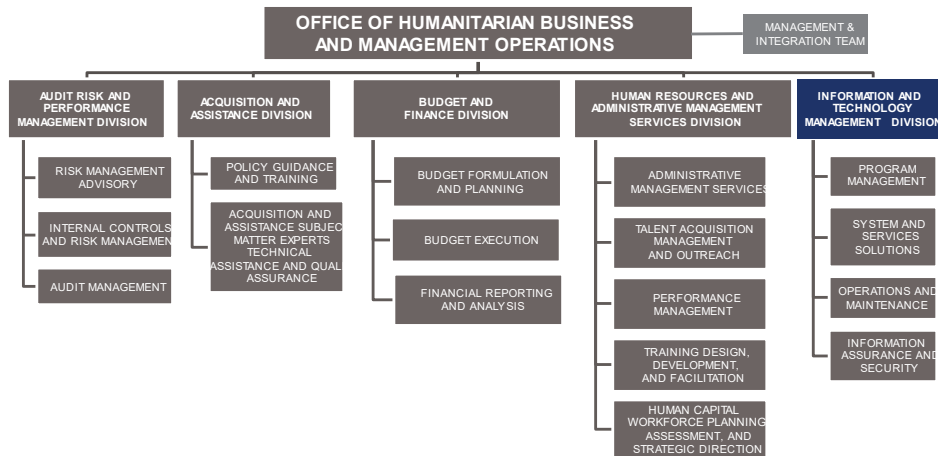
C.5.5 TASK 5 – GOVERNANCE, STANDARDS AND STRATEGIC PLANNING

The contractor shall provide facilitation and project governance services to BHA including, but not limited to, the development of processes to analyze and render vital decisions and facilitate decision-making meetings based on these processes. The contractor shall provide recommendations that help to adapt to culture changes, business practices, physical environments, roles, responsibilities, policies, and procedures. Additionally, the contractor shall provide communications, training and development support for BHA stakeholders. Organizationally, the PMO Support team will primarily fall under the Information and Technology Management Division, as shown below.

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK STATEMENT

ORG CHART OVERVIEW

BUREAU FOR HUMANITARIAN ASSISTANCE (BHA)



Critical success factors for governance to facilitate decision making and coordination include:

- Information required to make decisions and provide direction shall be presented in a structured way to clearly define actions and deadlines.
- Escalation criteria shall be clearly defined, communicated, and enforced at all levels with decision being made as the lowest possible level.
- Processes at each governance level shall be integrated to ensure smooth flow of information.
- Adequate time shall exist for members to prepare for meetings and gather feedback from their constituents before rendering a decision. The need to make quick decisions shall be balanced with giving members adequate time and information to evaluate the decision.
- Provide effective communication and enforcement of processes critical to program success. Communication mechanisms and materials to include official responses to stakeholders.
- Independent facilitation enables participants to focus on their roles rather than on meeting management.
- Provide advocacy for IT Infrastructure business and technology across the BHA.

C.5.5.1 SUBTASK 1 – COMMUNICATION

The contractor shall maintain effective, and ongoing communication for all BHA stakeholders. This includes outreach using various mediums (e.g., newsletters, e-Mail, website) to communicate the impacts of the transition to OCIO, explaining IT application development release information, describing steady BHA IT processes, coordinating stakeholder meetings and other events, developing presentations for executive meetings, reviews, and conferences and providing recommendations for process improvement and collaboration between IT staff, internal and external customers, and mission personnel. Communications should be written from the BHA user perspective ensuring complex IT information is translated into a clear, concise, easy to understand update. The contractor shall maintain a Communication Plan, included in the Quarterly Strategic Plan (Section F, Deliverable 08). The Strategic Plan shall include stakeholder

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

communication, governance planning, and policy guidance to effectively manage customer relations, executive priorities and tasks outlined by HBMO and directives defined by BHA and USAID at large.

C.5.5.2 SUBTASK 2 – TRAINING AND DEVELOPMENT

Training is a critical role in providing the organization with the knowledge necessary to perform their jobs within the new BHA organization. Training shall be focused on BHA specific IT systems ensuring that users understand how to effectively use each system to perform day-to-day BHA operations and support a response on a DART or RMT. The PMO team itself will not be assisting with standing up DARTs or RMTs. Training shall be delivered in-person and virtually utilizing BHA's Learning Management System (LMS). The contractor shall coordinate all training with the systems development team, BHA LMS Administrator and BHA Training Unit. Each training shall be adapted to include updates related to each system release. As such, the contractor must be in close contact with the BHA systems development team. The contractor should evaluate the relevance and effectiveness of training for each BHA application and system, and provide recommendations to the government on areas for improvement and opportunities to expand on the current training provided. For any new BHA system or application, the contractor shall work with the systems development team, LMS Administrator, and BHA Training Unit to develop training.

C.5.6 TASK 6 – TRANSITION-OUT

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan NLT 60 days prior to the Base Period ending (Deliverable 11) and a final Transition-Out Plan NLT 30 days prior to the Base Period ending (Section F, Deliverable 09). Additionally, the final Transition-Out Plan (Deliverable 09) may need to be updated in the final option period, as required by the Government in support of transition-out activities. The contractor shall review and update the Draft and Final Transition-Out Plans in accordance with the specifications in Sections E and F.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel roles and responsibilities.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

SECTION C – DESCRIPTION / SPECIFICATIONS / PERFORMANCE WORK
STATEMENT

The contractor shall implement its Transition-Out Plan NLT 15 days prior to expiration of the TO.

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